

Administrative - Internal Use Only

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COMPT 77-1241

10 AUG 1977

MEMORANDUM FOR: Comptroller

FROM : Michael J. Malanick
Acting Deputy Director for Administration

SUBJECT : Additional Ceiling for the Office of Personnel

1. This memorandum requests that [] ceiling slots be allocated to the Office of Personnel for the specific purpose of strengthening the Agency's position management and classification program. Justification supportive to this request is contained in the following paragraphs.

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2. By way of background, the Position Management and Compensation Division (PMCD) of the Office of Personnel is responsible for the conduct of the Agency's position management and classification program. In terms of position management, the program includes making regularly recurrent reviews of organizational and position structures for the purpose of providing advice which will help managers avoid overstaffing, eliminate nonessential activities, and ensure that human resources are used economically. In terms of position classification, the program involves the analysis and evaluation of individual position duties and responsibilities for the purpose of determining proper position titles, occupational series, and grades or pay levels. The major results to be obtained from the above efforts are improved organizational effectiveness, the better use of human resources, and the establishment and maintenance of equitable pay levels for Agency positions.

3. In attempting to carry out its program responsibilities, PMCD is faced with a multiplicity of tasks, the most significant of which are as follows:

- a. conducting position management and classification surveys of all Agency components on a cyclical basis;
- b. conducting annual reviews of Agency supergrade positions;
- c. responding to individual classification requests from components on a day-to-day basis;

- d. evaluating and implementing component organizational planning papers;
- e. maintaining current job data on all Agency positions;
- f. conducting comparability studies with other Federal agencies;
- g. conducting occupational surveys within CIA;
- h. monitoring position ceiling and position average grade;
- i. reviewing and implementing salary and wage-related laws, schedules, and procedures including those pertaining to foreign areas;
- j. testing and developing position classification standards under the Factor Evaluation System by which Agency positions will be evaluated and graded; and
- k. updating and controlling position and organizational data in the STAFFING computer system.

4. To accomplish the above tasks, PMCD is currently allotted positions. Of these, are non-supervisory professional positions, of which are devoted to policies and standards development activities and are devoted to the day-to-day position management and classification effort. Several points here are particularly relevant to our request for additional ceiling. First, most classification staffs in other Government establishments known to us perform only position classification work; the position management function is carried out by some form of separate management analysis staff. Secondly, PMCD is involved in position standards development and pay policy and procedural review; the former function is normally carried out by the Civil Service Commission for most other Government agencies and the latter is carried out by wage and salary groups separate from the classification staff of an agency. Thirdly, the Civil Service Commission has indicated that a "case load" of 300 to 500 positions per classifier is considered average in other Government agencies; the current PMCD classification "case load," exclusive of position management and other efforts, ranges from positions per classifier across a broad spectrum of occupations and wage schedules.

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5. Although adequate overall staffing for the position management and classification effort is predicated on an increase in the Office of Personnel ceiling, the problem is compounded by the contemplated losses of PMCD's most experienced officers through retirement or rotation during the next two to three years. It is clear that these losses, combined with present requirements for additional staffing, cannot be fully met through the internal assignment and training of inexperienced personnel. To this end, the Director of Personnel has initiated an external recruitment effort to obtain qualified officers whose backgrounds include recent and in-depth classification experience.

6. As you know, in June of last year the Chairman of the Civil Service Commission advised the Director of the President's concern regarding position management and classification systems within the Federal Government. The Chairman specifically advised that "what is needed here is assurance that your agency's system is in full legal and regulatory compliance and that management controls by which classification integrity is maintained are in place and working." The Director's response gave the Chairman that assurance. In view of the currently mounting pressures from OMB, the Congress and the White House to improve position management and classification programs and to restrict grade escalation Government-wide, I am convinced of the necessity to ensure the viability of our own programs.

7. In addition to the circumstances cited above, the implementation of the Presidential reorganization of national intelligence as contained in PRM-11 includes major organizational realignments and position management and classification requirements internal to the Agency. These new requirements will impact directly on the PMCD staff and further exacerbate PMCD/OP's already strained capability to meet its priorities.

8. I urge that an additional 12 ceiling slots be allocated to the Office of Personnel to permit expansion of Position Management and Compensation Division adequate to meeting these pressing requirements.

Michael Malanick

APPROVED :

DISAPPROVED:

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SUBJECT: (Optional)		EXTENSION		NO
STAT	Chief, Plans Staff, OP 1006 AMES			DATE 23 August 1977
TO: (Officer designation, room number, and building)		DATE	CANCELS INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
		RECEIVED	FORWARDED	
1.	DD/Pers - P&C			
2.				
STAT	AD/Pers 5B-53, Hqs.	24 AUG 1977		3 to 5: Fred said you wanted to respond to the Comptroller's disapproval of our request for an allocation of [redacted] PMCD. Attached is such a rebuttal. If this is not what you had in mind or if you want it stated even more strongly, please let me know. In our view, PMCD's capability to respond to existing requirements is already seriously impaired; the workload that looms on the horizon creates a crisis situation for us. We would very much appreciate your support of this effort to obtain additional ceiling for PMCD.
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5.	Acting Deputy Director for Administration			
6.	7D-18, Hqs.			
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1 - OP/PS
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DD/Pers/ [redacted] jmm (24 Aug 77)